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NEWS NOTES

Do not copy federal ID badges

Personnel are reminded that photocopying federal identification items such as common access cards (CACs) is a violation of Title 18, Code Part I, Chapter 33, Section 701, and punishable by fine and/or imprisonment.

Recent incidents regarding the photocopying of military identification cards and CACs by commercial establishments to verify military affiliation or provide government rates for service have been reported.

Commercial establishments are not prohibited from asking for military/government identification. If an establishment insists on a photocopy of identification, it is recommended that Defense Department personnel provide a state driver's license or other form of photo identification to be photocopied.

This does not apply to medical establishments (i.e. doctor's office, hospitals, etc.) who are allowed to make a copy for filing insurance claims, and other government agencies in the performance of official government duties.

Vehicle decals becoming obsolete

The identification decals employees have been placing on the windshields of their vehicles are no longer required for Tobyhanna Army Depot. In accordance with this, employees no longer have to register their vehicles with the Security Division.

However, other installations may still require them. Employees are asked to leave them on until they expire, then remove and destroy them upon expiration, or if retiring or otherwise leaving employment here. The destroyed decals do not have to be returned to the Security Division.

For further information, call the Security Division, X57550.

Chapel conducts services

The depot chapel conducts worship services every Sunday. The service begins at 11 a.m. followed by a fellowship hour.

For details, call X59689 or X58873.

Renovation affects fitness center

Renovations have begun in the Mack Fitness and Recreation Center that could last up to six weeks.

The entire center will be closed for a short period of time while a new gym floor is installed and new cardio and strength equipment is installed in the fitness rooms.

Other renovations include a new environmental control system and automated dividing curtain that will allow more than one activity on the main gym floor at one time.

For more information, call X57150.

Tobyhanna earns Shingo Silver

by Anthony Ricchiazzi
Editor

Employees here have an effective weapon in the Defense Department's war on waste; it's the private sector's proven operations strategy known as Lean Six Sigma. Depot employees wield that weapon so well that they have earned their first Shingo Silver Medallion for improved support of a weapons system used to train aircrews to avoid threats.

Increased efficiency and decreased cost for the AN/MST-T1 (V) Mini-MUTES (Miniature - Multiple Threat Emitter System) overhaul mission earned the prize.

The Mini-MUTES is an Identify Friend or Foe tracking and training simulator that provides realistic threat signals for pilots and aircrews. The systems can replicate threats such as surface-to-air missiles, early warning radar systems, anti-aircraft artillery and airborne intercept systems.

Shingo examiners evaluated the depot's Mini-MUTES overhaul mission Oct. 25-26. This marks the sixth visit by the national-level organization. The five-person evaluation team members were from public and private organizations. Tobyhanna participated in the Shingo Prize for Operational Excellence.

The prize recognizes world-class organizations for creating a culture of continuous improvement through employee-empowerment and effective leadership.

"I feel the single most important improvement that helped Tobyhanna earn the silver Shingo award is employee involvement and dedication toward Lean, Six Sigma and Value Stream Analysis," said Mike DeAngelo, a work leader in the Tactical Vehicle Branch. "Without the employees

wanting to improve their work areas and the quality of work, I don't think we would have even been nominated for a Shingo award. It takes everyone to do their best, not just one individual."

The branch is part of the Integration Support Division, Systems Integration and Support Directorate.

Beginning in 2008, The Shingo Prize began a systematic process of 'raising the bar' for what qualifies as a Shingo Prize recipient. Evaluators began to shift the emphasis of the assessment away from a tool and programmatic orientation toward a complete assessment of the organization's culture. Examiners focus on determining the degree to which the principles of operational excellence are evident in the behavior of every employee.

"The team members throughout the entire value stream were well versed, not rehearsed, in Lean," said Joseph Lynott, chief of the Range Threat Division. "The Shingo Examiners are experts at identifying the difference. Every area [throughout the depot] displayed so much excitement at implementing improvements that the examiners would join in and suggest their own ideas.

"It was clear the examiners were very comfortable with this event and that is a testimony to all involved," he added. "It is also indicative of the state of the transformation Tobyhanna has undergone. Lean is working and there are fewer hold outs. I congratulate all participants; it is an event they will always remember."

Technicians overhaul and test the Mini-MUTES in the Mini-MUTES Branch. Other organizations involved include

See Shingo Silver on Page 5



Shingo Prize examiners ask Electronics Mechanic Brian Medwetz about a process in the depot's support of the AN/MST-T1 (V) Mini-MUTES (Miniature - Multiple Threat Emitter System) overhaul mission. Shingo examiners evaluated the depot's Mini-MUTES overhaul mission Oct. 25-26. Medwetz works in the Mini-MUTES Branch. (Photo by Tony Medici)

Technical Library joins AMC

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Rawhouser a Black Belt

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Depot assists V Corps

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Iraqi Army Aviation Command, Squadron 21 members prepare a Bell 407 helicopter for takeoff at Taji Air Base. (Photo by Air Force Staff Sgt. Christopher Meares)

Iraqis ready to defend their own

by C. Todd Lopez
For Soldiers magazine

Beginning in 2012, Iraqis will be responsible for defending their own borders and air space, and for policing their own people, both inside and outside their cities.

Since 2003, Iraqis have not had to perform that mission alone. United States Forces-Iraq has been there to provide security, train the Iraqis and watch over the Iraqi security forces as they learned to manage security issues on their own.

But the safety net of the Americans in Iraq will soon be gone, and Iraq will go it alone. To manage its own security, the Iraqi government has at its disposal an array of security forces -- including an Iraqi army, navy and air force -- as well as local civilian and federal police forces, border enforcement and oil police.

Today, the security situation in Iraq has become more stable than what it was at the height of the surge in 2007.

“Back in 2007, there were about 1,600 attacks each month in the country,” said Lt. Gen. Frank G. Helmick, the USF-I deputy commanding general for operations. “That is IED attacks and sniper attacks and grenade attacks and small-arms attacks and mortar attacks and rocket attacks. Today, there are about 400 attacks each month in the country, with the same kind of munitions. And those aren’t attacks just against U.S. forces, those are attacks against Iraqis as well.”

Iraqi security forces fall under both the Ministry of Defense and the Ministry of the Interior. The MOD owns the Iraqi army, while the MOI owns the federal police; the roles of each have evolved over time.

For eight years now, Helmick said, Iraq has focused its security efforts inward. Now, he said, it is time to focus those efforts outward.

“What we are doing is transferring responsibility for internal security to the police forces and not the Army forces,” Helmick said. “The Iraqis want to eventually get the military out of the cities, and instead of having the weapons pointed in, have the weapons pointed out.”

In July, Gen. Babacar Zebari, chief of staff of the Iraqi army, said the service has been preparing for that role for some time.

“About a year or year and half ago, we changed from an army of being the police, to being a real army,” he said. “We started from the beginning. We had battalions that did the tactical training. After we finish training with the battalions, we’ll do training from battalions to brigade divisions, so we can protect our borders.”

Zebari’s forces now include some 192,000 soldiers, with more than 5,000 Iraqi special operations forces as well. They train at nine Iraqi-run training centers that provide programs for individuals up to battalion level.

“We are now focusing on the training academies so the young generation can get trained and will be equal to the modern nations,” Zebari said.

Zebari said his army is different now than what existed before the Americans came.

“In the old days it was a draft and you had to force people to join the army,” Zebari said. He credits the U.S. with helping develop an all-volunteer force, helping to foster better relations between the Iraqi officers and the enlisted force and developing rules of engagement.

Value analysis focuses on shelterized systems

What is it? A top-down, process-focused approach to improvement of the overhaul process for shelterized systems.

Who is involved in the Enterprise? Everyone!

When is this event? The event is on the disassembly and inventory process for shelterized systems, Dec. 5-8.

Why are we doing this event? To increase the accuracy and effectiveness of the disassembly and inventory process for shelterized systems in order to address issues that adversely affect quality, cost and schedule.

For more information, or to submit ideas for improvement, contact Paul Roberts, Productivity Improvement and Innovation Directorate, X57991.



MQ-9 ‘Reaper’ finds training home at Fort Drum

FORT DRUM, N.Y. — This fall, for the first time ever, the airspace above Fort Drum was graced with a 10,500-pound unmanned aircraft performing an essential operation. It was a pivotal moment that would prove to military personnel that the MQ-9, commonly referred to as the “Reaper,” had established a home base for training missions at Wheeler-Sack Army Airfield.

“The MQ-9 is the leading edge of what the Air Force has to offer today, in terms of reconnaissance, surveillance and in also delivering kinetics on target in the war fight,” explained Maj. Gen. Patrick Murphy, New York state’s adjutant general who commands all of the New York Air and Army National Guard.

The MQ-9, an unmanned aerial system, is launched by a ground crew and flown to altitudes using a line-of-site radio system. The aircraft is then turned over to a flight crew, who operate it via a satellite link.

Members of the ground crew, who handle take-off and recovery in a cockpit, reside here at Wheeler-Sack Army Airfield. This cockpit allows for instantaneous control, which is required for the take-off and landing portion of the mission.

The plane, which cruises at about 250 miles per hour and between 15,000 and 20,000 feet, has the ability to fly for about 15 hours with a full-motion video that can be streamed back to a tactical operations center or command and control center for first-response missions.

It also is capable of acquiring targets and tracking them for long periods of time from high altitudes with its camera system.

Army News Service

THANKS

To our Tobyhanna Family,

On behalf of my spouse and me, I would like to thank all of you for the support given to our family through the death of my father-in-law.

The prayers offered, food provided, flowers, Mass cards, phone calls and

monetary gifts given on his behalf were very appreciated and touching.

We thank you from the bottom of our hearts. The kind words spoken by all who came to his viewing will be cherished forever.

Ralph Stola and Family

OBITUARY

John F. Stanish died Nov. 24. He was 64.

Born in Wilkes-Barre, Stanish resided there and was a 1965 graduate of GAR. He was a veteran of the Vietnam War, serving in Germany.

His federal career began in September 1983. He was an electronics mechanic in



the C3-Avionics Directorate.

He earned two On the Spot Cash awards, a Performance Award and the Army Superior Unit Award.

Prior to his federal career, he worked at the RCA Corporation in Mountain Top.

Stanish was a member of the Episcopal Church of Ss. Clement and Peter. He was a hunter, fisherman and an avid outdoorsman.

Stanish is survived by his wife, children, grandchildren and great grandchildren.

TOBYHANNA REPORTER

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TEAM
TOBYHANNA
EXCELLENCE IN
ELECTRONICS

Technical Library 1st depot library to join AMC system

by Anthony Ricchiazzi
Editor

The Technical Library here is the first depot-level technical library to be inducted into the Army Materiel Command Library System.

The Technical Library is a repository of more than 153,000 Army, Air Force, Navy and Marine Corps technical documents. The documents are critical in the repair and testing of the hundreds of communications-electronics systems and components employees support.

The library is part of the Production Engineering Directorate’s Mission Software Branch.

Jennifer Pilant, technical information specialist, said the induction accomplished a number of goals.

“Tobyhanna is now ‘linked’ to everything that the Army and AMC headquarters Libraries are doing, so we can better align ourselves in the same direction as our headquarters,” she said. “We now have access to the Army Library Listserv and have the

same shared vision and mission statements as the Army Library Program.”

Listserv is similar to a forum in which librarians can share information, such as new equipment or initiatives that improve service.

Also, Tobyhanna is now in line with Army Regulations 25-97 (The Army Library Program) and 735-17 (Accounting for Library Materials) which enhances property accountability.

Pilant noted that the library staff can participate in Total Employee Development (TED) sponsored training, instead of paying for outside training.

“We have six full-time permanent staff members, including myself, and four students here under the Student Temporary Employment Program,” she said.

The library supports 92 cost centers and housed documents that went back decades, almost all hard copy.

But Jennifer said that library standards for document control and accountability became more stringent and she began the process to bring the depot’s library into compliance and to modernize document handling.



From foreground, Jennifer Pilant, Stacey Eshelman and Jennifer Smith of the Technical Library assist Joseph Limani, Patrick Bakaysa and Bruce Peters with technical documents. (Photo by Tony Medici)

“Our first major initiative began in 2008 when we began cleaning out unused documents and converting useful hard copy documents into electronic format, which is part of the depot’s paperless initiative,” she said. “The cleaning part took about a year. We had documents from 1936 and sent 30,000 of them to Army, Air Force, Navy and Marine Corps archives.”

Digitization is nearly complete and

Pilant said the next step is to change over to Interactive Electronic Technical Manuals. The manuals will be converted to software that could include video.

“Eventually there will be no hard copy; every technician and engineer will have a computer that can access tech manuals and other documents electronically,” Pilant said. “We will have gone from paper to PDFs to software.”

Depot has new Quality slogan

by Larry Bulanda
Chief, Quality Management Division

A few months back, Tobyhanna’s Quality Management Division kicked off a contest among Tobyhanna employees to come up with a new Quality slogan that would become a part of our Quality Policy.

Why do we need a Quality Policy? The ISO 9001 and AS 9100/9110 quality standards require that we have one. Our current policy has been in existence for quite a while and it is captured in Commander’s Policy Memorandum Number 9. It can also be found on the lanyard cards that were distributed to the work force.

With our newly acquired AS 9100/9110 certifications, it was felt that the time was right for a



Mark Samsell had the winning entry in the Quality Slogan contest. His idea was judged to fit best with the Quality Policy he is holding. (Photo by Tony Medici)

new Quality Policy as well. When initial attempts to come up with a slogan did not produce the results we wanted, the lead auditor from our ISO 9001 Registrar suggested that we solicit slogans from the employees and that is how the idea for a contest began.

The response to the contest was excellent as employees from around the depot and off-depot sites submitted entries.

Many of the entries were very creative. Some were funny but most were serious.

The winning entry was submitted by Mark Samsell, a product improvement specialist in the Communications Systems Directorate. The winning entry reads:

“Customer satisfaction; our goal, our culture, our promise.”

This slogan aptly describes two foundational concepts of quality: one is that customer satisfaction is a good indicator of quality; the second is that quality must be ingrained in an organization.

“The fact of how important the quality of workmanship performed by employees here is, in order to provide superior worldwide logistics support, sustainment, manufacturing, integration and field support of C4ISR Systems for the Joint Warfighter, inspired me to send a message to our customer that we take quality very seriously; we live and breathe it every day and that’s our promise,” Samsell said.

In order to meet the ISO and AS standards requirements for the Quality Policy, the winning slogan will be combined with additional text and incorporated into the Commander’s Policy Memorandum Number 9, where it will be posted as Tobyhanna’s official Quality Policy.

Samsell will receive a \$500 cash award for his winning entry and will have the satisfaction of knowing that his entry will be a part of the Tobyhanna Quality Policy for years to come.

Army explores use of hydrogen fuel cells

ABERDEEN PROVING GROUND, Md. -- The U.S. Army is investing in highly efficient energy sources to reduce its fossil fuel usage, officials said Nov. 16 as APG unveiled hydrogen fuel cells.

Maj. Gen. Nick Justice, APG senior installation commander, praised the U.S. Department of Energy and U.S. Army Corps of Engineers for their efforts to preserve the local environment by implementing alternative energy.

“We are excited to get technology here that is going to make us even more green than Army green,” Justice said.

About 50 people gathered at the Building Operations Control Center (Building 325) for the ribbon-cutting ceremony that marked the installation of the first fuel cells as part of a partnership between DOE and the Department of Defense.

APG’s fuel cells are electro-chemical devices that use hydrogen as a fuel to produce backup electricity without having to combust the fuel. Twenty-four buildings across nine federal government sites will receive fuel cells within six months.

Rick Farmer, deputy program manager with DOE’s Office of Energy Efficiency and Renewable Energy, said projects such as hydrogen fuel cells help to improve America’s environment and economy.

“By addressing its own energy security needs, DoD can help stimulate the market for new, clean energy products,” Farmer said. “Working together, we can help to build a new, clean energy future that will strengthen our national security, create thousands of new jobs and improve U.S. economic competitiveness and the environment.”

Fuel-cell technology is a rapidly growing field, Farmer said. The federal government’s research funding has reduced the cost of fuel-cell electricity to help make it commercially viable.

“Over the last year, we have seen about 50 percent growth in the megawatts of fuel cell power shipped in the United States,” Farmer said. “DOE-funded projects have reduced the projected high-volume cost of fuel cells to \$49 per kilowatt, an 80 percent reduction since 2002 and over 30 percent in the last two years.”

Army News Service

Engineer earns Army-level Lean Black Belt

by Justin Eimers
Assistant Editor

An industrial engineer became the first Tobyhanna Army Depot employee to earn a Black Belt for his role in a project that slashed excess inventory and saved millions of dollars.

Brian Rawhouser earned the Department of the Army-level Lean Six Sigma Black Belt certification for his work in planning and carrying out a project designed to reduce excess inventory in the Automated Storage and Retrieval System.

Rawhouser works in the Productivity Improvement and Innovation (PII) Directorate's Research and Analysis Division. He and the black belt team were recognized for their work during a ceremony Nov. 29.

During the project, team members evaluated the Part Request, Release and Turn-in (PRRT) process and identified areas of potential improvement. Process changes and controls will reduce wait times in the approval process of parts requests and lead to \$2 million in financial benefits.

Rawhouser is proud of the achievement, but says it marks the beginning of a goal, not the end.

"The Lean Six Sigma program is all about

using various tools to continuously improve processes, not to just simply reach a goal and be satisfied," he said. "I look forward to working with other teams on various process improvement efforts and mentoring other green and black belt candidates along the way."

The black belt team consisted of personnel from the Intelligence, Surveillance and Reconnaissance; Communications Systems; Production Management and Production Engineering directorates.

Having members from various areas allowed the team to resolve issues that "crossed organizational lines," according to Rawhouser.

"By having team members that are regularly involved with all the different aspects of the PRRT process, the team was able to develop a detailed outline of the process," he said.

In addition to improving the PRRT process, Rawhouser hopes to raise awareness of Lean concepts. "Developing more efficient processes is imperative to maintaining a healthy workload and work force at the depot," he said.

As an industrial engineer, Rawhouser assists mission indirect and base operations directorates with process improvement



Brian Rawhouser worked with a team to earn an Army-level Lean Black Belt. Front row, from left: Anthony Portanova, Walter Gogola, Bob Adams, Craig Lonsiak, Al Bragalone and Christine Kutchkus. Back row, from left: Amber Davidson, Whitney Uhler, Steve Beck, Joe Masi, Rawhouser and Danielle Grega. Missing team members: George Avery, Ricky Sweet and Connie Yackiel. (Photo by Tony Medici)

efforts. These projects are designed to increase productivity, quality and timeliness. Rawhouser also carries out studies, compiles reports and uses metrics to identify potential areas of improvement. Prior to his current role as industrial engineer, he worked as a process improvement specialist.

Rawhouser is a 1997 graduate of Salisbury High School in Allentown. In 2001, he received a Bachelor's of Science Degree in Industrial Engineering from the Pennsylvania State University.

His hobbies include hiking, mountain biking and spending time with his family.

Rapid improvement events earn Kost Green Belt

by Anthony Ricchiazzi
Editor

A process improvement specialist in the Productivity Improvement and Innovation Directorate has earned a green belt.

Ramona Kost earned a Green Belt certificate for her successful work on two rapid improvement events. She works in the directorate's Process Improvement Division.

Kost identified two areas in need of improvement: the Single Channel Ground and Air Radio System (SINCGARS) In/Out (I/O) processing cell and the AN/ASM-146/147 sheet metal process area.



Ramona Kost

Initially, a Value Stream Analysis (VSA) was conducted on each area. These Rapid Improvement events were part of the outcome of those two VSAs.

Equipped with her knowledge of Lean tools, the process of

identifying the waste and improving the process began. Kost assisted the technicians in each mission to map their entire processes and facilitated them to their improvements.

"Process mapping is a very powerful tool and makes it possible for employees to see the steps performed to complete tasks and which steps have immediate impact on productivity versus the non-valued added steps," she said.

Kost used process improvement tools such as Supply-Input-Process-Output-Customer, or SIPOC, a visual summary to help technicians see who is involved, what feeds the process, outline how the process flows and what is produced from the process. This tool sets the atmosphere for in depth mapping of the process.

"The team came up with ways to improve the process which resulted in improved quality and cost effectiveness, and time savings. Both items are critical to our ultimate customer, the Warfighter," she said.

For the AN/ASM-146/147 sheet metal process, the team implemented visual management and point-of-use storage of supplies, which resulted in time savings. They also updated checklists, which standardized the process.

For the SINCGARS In/Out processing cell event, the team came up with a way to track pallets using the Radio Frequency Identification tag. Since the I/O cell was a new concept, the team outlined key requirements that would be required by the cell.

Kost said she feels a sense of achievement on earning a Green Belt and said it heightens awareness and taught her additional tools used to analyze processes or issues.

"The diversity of the tools allows flexibility in their application for either administrative or shop type processes," she added.

"Having the knowledge to apply different tools which results in a positive outcome is a gratifying experience."

She said the most rewarding facet of the team's involvement was the culture change and empowerment of the employees involved. The doubtfulness and apprehensiveness often subsides once the future mapping starts to take shape, she noted.

"Empower the team to make modifications for the better and teach them resourcefulness. Soon it will become a way of life instead of just another event," she said.

Health care 'open season' ends Dec. 12

FORT MEADE, Md.—Even if a federal employee is happy with current health insurance, officials say it's probably a good idea to do at least a little research during "open season," which runs through Dec. 12.

The Federal Employee Health Benefits Plan open season refers to the time each year when employees are allowed to change options for health care coverage, including dental and vision insurance.

"A federal employee has many choices between health plans," said Anne Healy, a representative from the BlueCross BlueShield Federal Employee Program.

"There's all different types of options," she said. "If an employee is enrolled in one plan, say an HMO (health maintenance organization), and they decide they want to change to a PPO (preferred provider organization), the only time they can do that is during the open season."

But even if an employee doesn't make changes to health insurance coverage during open season, providers can make changes of their own. And employees should be aware of those changes, because they can reflect on their paycheck come January.

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Shingo Silver, from page 1

the Range Threat Division’s Transmitter Branch, the System Integration and Support Directorate’s Industrial Operations Facility Division, C4ISR Finishing Division, parts of the Integration Support Division, Manufacturing and Assembly Division, and System Reset and Overhaul Division.

The Production Management, Production Engineering, Business Management and Productivity Improvement and Innovation (PII) directorates also support the mission.

“We are very pleased with Tobyhanna’s support of the Mini-MUTES system,” said Lt. Col. Jesse F. Warren, chief, Combat and Mission Support Branch, Hill Air Force Base, Utah. “Tobyhanna’s process improvements have reduced repair cycle times, which translates to greater availability of systems for warfighter training! More reliable forecasting also makes our job of budgeting much easier. Providing high quality threat systems for aircrew training is a team effort, and Tobyhanna’s efforts are critical to the team’s success.”

“The examiners didn’t just interview key employees associated with the mission; there was a walking tour of mission and support areas,” says Jenn Conrad, industrial engineering technician, Process Engineering Division, PII. “They also placed a greater emphasis on management support processes and employee morale programs, including [Morale, Welfare and Recreation] activities.”

Lean Six Sigma principles began to be applied to the Mini-MUTES production line in 2005.

Savings achieved from implementing Lean Six Sigma methods in the Mini-MUTES mission was \$2.8 million in fiscal year 2011 and a cost avoidance of \$1.53 million since fiscal 2005.

This significant savings, coupled with a decreased repair cycle time (RCT) by 50 percent since fiscal 2004, directly results in warfighters receiving critical C4ISR systems quicker at reduced cost.

Average direct labor hours per system have been reduced by 30 percent since fiscal 2004.

“The depot maintenance overhaul reduction by 50 percent has been key to both system availability and threat density; most significant elements in meeting effective aircrew electronic combat tactics and threat training requirements,” said Steve Cote, range threat systems manager for the Air Combat Command headquarters at



Jeff O'Neill, chief of the Mini-MUTES Branch, explains improvements to the overhaul process of the Mini-MUTES system to Shingo examiners. The examiners were interested in all facets of the process, including support shops such as the Component Preparation Branch and employee morale programs. (Photo by Tony Medici)

Langley Air Force Base, Va. Cote was here during the evaluation.

“The Mini-MUTES Team has worked very hard for several years to improve all aspects of their support for our Air Force customers,” said Robert Katulka, director, Intelligence, Surveillance and Reconnaissance. “The Shingo Prize recognition is well deserved and indicative of the culture of continuous improvement we need to foster and continue to grow.

“The entire depot team should be very proud of their accomplishments; I know I am.”

Improvements were made across the depot, not just in the Mini-MUTES Branch.

Mike McCain, chief of the Component Preparation Branch of the Industrial Operations Facility Division (IOF), is particularly proud of improvements to the refinishing process.

“Team IOF relocated the masking process to establish an inspection area of its own,” he said. “This allows us to pull completed work straight in for painting operations. We also utilize what we call ‘mobile maskers’ to unmask the completed assets right after painting operations. This allows

us to reduce non-value added movement by unmasking assets while still in the paint shop instead of moving the assets back to the masking cell.

“This improvement reduces our repair cycle time in the IOF and returns items to the prime shops much quicker.”

“This is great team effort for an already outstanding work force,” he said about the entire depot effort. “All the credit goes to the workers on the floor doing this every day.”

“I represented DLA Distribution Tobyhanna on the special Transportation equipment needed to transport this system and I explained [the process] from the time the system is completed and comes to DLA to its arrival at final destination,” said Penny Graff, DLA Distribution Tobyhanna customer service representative.

“I know how delicate and important the system is and the transportation part, the loading and unloading of the system, is very sensitive. I also know how DLA has a part in the movement of the system. I think Tobyhanna Army Depot deserved to win this award. They do an outstanding job with this system.”

A ceremony to present the medallion is planned for the near future.

Martin named deputy to CG

Serving as the U.S. Army Communications-Electronics Command deputy to the commanding general, Gary P. Martin works with the commander in the development and execution of organizational goals, objectives, and policies aimed at providing world-class, integrated Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance solutions to the Soldier.

He holds a Bachelor of Science Degree in Electrical Engineering from Norwich University and a Master of Science in Engineering Management from the University of Pennsylvania. Martin attended the Harvard Business School where he graduated from the Program for Management Development.

Martin served on active duty as a Signal Corps Officer in the Satellite Communications Agency from May 1984 through May 1988.

His military education includes the Program Manager’s Course at the Defense Systems Management College, the Signal Officer’s Basic Course, and the Radio Systems Officer Course.

Prior to this assignment, Martin served as the executive director to the commanding

general of the U.S. Army Research, Development, and Engineering Command where he served as AMC Corporate Leader for technology generation, development and integration while implementing engineering policies and procedures, formulating and overseeing strategic planning and execution of about \$ 2.5B annual investment in Research, Development and Engineering programs.

Prior positions include serving as the technical director, Communications-Electronics, Research Development and Engineering Center from August 2005 until February 2008.

He was responsible for science and technology programs involving the development of advanced command, control, communication, computers, intelligence, and information warfare, and night vision and electronic sensors technology for the Army.



Strong welcomes new CSM

by Andricka Thomas
CECOM Public Affairs Office

ABERDEEN PROVING GROUND, Md. - Command Sgt. Maj. Kennis J. Dent accepts the U.S. Army Communications-Electronics Command color during an assumption of responsibility ceremony Nov. 22, 2011, at the C4ISR Center of Excellence at Aberdeen Proving Ground. This ceremony signifies his transition and official arrival as the CECOM command sergeant major.

Maj. Gen. Randolph P. Strong, CECOM commanding general, thanked out-going Sgt. Maj. Jurgen Williams for his service as the interim CECOM command sergeant major to bridge the gap of tenure between former CECOM Command Sgt. Maj. Tyrone Johnson and CECOM’s newest command group member Dent.

Prior to this assignment, Dent served as the command sergeant major for the 516th Signal Brigade at Fort Shafter, Hawaii.

“We simply needed your skills, talents

and expertise,” said Strong. “Command Sgt. Maj. Dent has had an incredible career in the Signal Corps [...] His experience and education are truly a perfect fit for us.”

During his remarks, Dent thanked his family and Strong as he expressed sentiments of gratitude for being selected to serve as CECOM’s command sergeant major. He looks forward to a successful tenure as he works to support a clear vision and a unified command.



NEW SUPERVISORS

Kevin Collins is a supervisory equipment specialist in the Field Logistics Support Directorate.

He serves as a deployment supervisor in the Expeditionary Division and is responsible for depot personnel deployed to Afghanistan who repair communications-electronics systems and components.

Prior to being named supervisor, Collins was a forklift/tractor operator in the Production Management Directorate. He began his depot career in April 2007.

Collins served in the Marine Corps from June 2000 to August 2004. He participated in the initial invasion of Afghanistan in November 2001. In 2003, while serving as a non-commissioned officer squad leader, he participated in combat operations outside of the city of Basra in Iraq in direct support of the British Royal Marines.

His awards include the Navy Unit Commendation (with one bronze service star), the Meritorious Unit Commendation, the Afghanistan Campaign Medal, the Iraq Campaign Medal, the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal and the Humanitarian Service Medal.

Collins is a 1999 graduate of Lakeland Junior/Senior High School and is a member of the American Legion, Post 465 in Jermyn.

His hobbies include spending quality time with family and friends.

William Hotalen is chief of the Management Employee Relations Division, Civilian Personnel Advisory Center–Tobyhanna.



Collins



Hotalen



Thomas

As chief, he is responsible for planning, developing, evaluating and supervising employees who administer the disciplinary, adverse action, performance management and collective bargaining program for the depot.

Prior to being named chief, Hotalen was a Management Employee Relations specialist. He began his depot career in August 2011.

Hotalen served over nine years in the Air Force in Air Base Ground Defense/Force Protection beginning in 1979. He later served as a federal civilian with the Justice Department. He is a member of the National Guard, Reserve units and inactive Ready Reserve and served during Operation Desert Shield in 1991 and Operation Enduring Freedom from 2003-2004. He is an Army captain in the Reserves.

He earned a bachelor’s degree in Psychology/Business Mangement, and associate’s degree in Criminal Justice/Industrial Security. He also earned an Air Force Technical Certificate in Aircraft Electronics – Guidance and Control (C-5A Galaxy).

He enjoys flying and is a Federal Aviation Administration–rated private pilot.

Wesley Thomas is chief of the Systems Reset and Overhaul Division, Systems Integration and Support Directorate (SIS).

As chief, he supervises the operations of four branches; Electronic Van Branch, Shelter Systems Branch, Powers Sources Equipment Branch and the Electrical Overhaul Support Branch. These branches are responsible for the Reset and overhaul of communications-electronics systems such as the AN/ASM 189 and 190 Electronic Service Vans, AN/ASM 146 and 147 Shelters, Reset/Recap effort, AN/TRC 190 Radio Terminals and FireFinder radars (Reliability, Maintainability and Improvement program).

Prior to being named chief, Thomas was chief of the Tactical Vehicle Branch, SIS. He began his depot career in December 2009.

Thomas served in the Air Force from 1979 to 1999. Duties included training instructor to the Egyptian Air Force in vehicle maintenance, policies and procedures.

He earned Senior Non-Commissioned Officer (NCO) of the Year in 1995 while stationed at Andrews Air Force Base, Md. Other awards include the Meritorious Service Medal with one Oak Leaf Cluster, Air Force Achievement Medal with four Oak Leaf Clusters and the Air Force Outstanding Unit Award with one Oak Leaf Cluster.

Thomas is a 1978 graduate of East Stroudsburg High School and is a member of the American Legion Summit Hill Chapter.

COMMUNITY BULLETIN

Editor's Note: The Community Bulletin provides an avenue for depot and tenant employees to advertise van or car pools, and for-sale items. Money making items such as rentals and personal business will not be accepted.

Information must be submitted via e-mail to Anthony.Ricchiazzi@us.army.mil, or written items can be mailed to the Public Affairs Office, mail stop 5076.

Submissions must include a name and telephone extension. Only home phone numbers will be published in the Trading Post section. Voluntary submission of items constitutes individual's consent to publish personal information all versions of the *Tobyhanna Reporter*.

Ads will be published in four consecutive newspapers. It is the customer's responsibility to update or renew items listed in the Community Bulletin.

For information, call Anthony Ricchiazzi, X57557.



VAN/CAR POOLS

Jessup Park & Ride: One opening - 5/4/9, runs both Fridays, non-smoking. E-mail: Shannon.p.falls@us.army.mil.

Blakely, Olyphant, Dickson City: Starting new van pool - 5/4/9, runs both Fridays, rotate driving. Call Eric, X58285 or Joanne, X56533.

Old Forge, Taylor: Two openings - 5/4/9, runs both Fridays, no tobacco products, house-to-house pick up, rotate driving, “A” placard. Departs Old Forge by 6:10 a.m., Call Joe Stocki or Tom Perrone, X57532.

Mountain Top, White Haven: One opening - 7 a.m-3:30 p.m. shift, non-smoking. Call Christine Isely, X56536.

Wilkes-Barre: Two openings - 5/4/9, runs both Fridays, departs from Sam’s Club at 5:45 a.m., returns 5:30 p.m., \$130 month, contact John Alden, X59708 or e-mail: john.alden1@us.army.mil.

Looking for Van Pool: Madisonville/Moscow - 7 a.m.-4:30 p.m. shift, has an “A” placard, Call Vince Sabatini, X57450.

Allentown/Whitehall: Three openings - 5/4/9, runs both Fridays, non-smoking, departs from Whitehall Mall at 5:45 a.m., returns around 5:40 p.m. E-mail: lawrence.s.moser@us.army.mil or craig,

kahle@us.army.mil.

Shavertown, Wilkes-Barre, Pittston: 5/4/9, runs both Fridays, no tobacco products, “A” placard. Departs 5:55 a.m., returns 5:15 p.m. Call James Eiden, X56170 or email: james.eiden@us.army.mil.

Hawley-Rte 507-S, Newfoundland, 191-S, 423-S: One opening - 5/4/9, runs both Fridays, non-smoking. Contact Bruce Lassley, bruce.lassley@us.army.mil or X56427/X57343.

NJ/Water Gap Area: One opening - 7 a.m.-4 p.m., Mt. Arlington, Allamuchy, Delaware Water Gap and NJ pickup points. Call Robin, X57345.



TRADING POST

Misc items: Circular Saw: SKIL, 7-1/4 inch, 2-1/8 HP, 10 Amp, Model 5150. Excellent condition, used once, \$15, call Stanley, X59981.

Vehicle: 1985 GMC 1500, 2wd pick up, Automatic, 85,000 miles; 305 rebuilt to 350, 10K on engine, 4bbl Carb.; Father/son-owned since new; Needs some work; Asking \$3,000 OBO. Call 643-8820, leave message.

Misc items: 18’ trampoline with enclosure, asking \$350; solid oak bunk beds with mattresses, brand new, only used for two months, asking \$600. Call Mary Ann, 851-9267 or 489-5918.

Army launches advanced hypersonic demonstrator

REDSTONE ARSENAL, Ala.—At the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, successes sometimes happen faster than a speeding bullet.

In a flight which lasted less than 30 minutes, USASMDC/ARSTRAT conducted the first test flight of the Advanced Hypersonic Weapon concept Nov. 17. The AHW is a first-of-its-kind glide vehicle, designed to fly within the earth’s atmosphere at hypersonic speed and long range, was launched from the Pacific Missile Range Facility, Kauai, Hawaii, to the Reagan Test Site, U.S. Army Kwajalein Atoll, Marshall Islands.

“It is a first-of-its-kind glide vehicle that has a potential to change warfare forever,” said Lt. Gen. Richard P. Formica, SMDC commanding general. “It is a great example of how the material development function in the SMDC Technical Center is a part of ARSTRAT that is developing future capabilities for U.S. Strategic Command - for ‘the day after tomorrow.’”

The Army’s Advanced Hypersonic Weapon Technology Demonstration is a cooperative effort within the Department of Defense to develop a conventional Prompt Global Strike capability. More specifically, the AHW-TD is an all endo-atmospheric boost glide, non-ballistic, missile flight that will advance state-of-the art thermal protection materials, enabling and integrating systems such as controls and communications, and internal thermal management schemes.

Further, in-flight environmental data collection will advance the understanding and modeling efforts for all Prompt Global Strike concepts such as the Conventional Strike Missile being developed by the Air Force.

The conical-shaped AHW is designed to meet the demanding environments and operations of Continental United States-based systems capable of global strikes. As a precision glide body flying at supersonic speeds, the AHW can deliver a variety of payloads at medium and global ranges.

Hypersonic flight is defined as speeds of Mach 5, which is about 3,600 mph, or higher.

The objective of the test is to collect data on hypersonic boost-glide technologies and test range performance for long-range atmospheric flight. Mission emphasis is aerodynamics; navigation, guidance, and control; and thermal protection technologies.

Army News Service

Depot part of new satellite terminal facility program

by Amy Walker
Army News Service

LARGO, Fla. — As the Army looks for innovative solutions to slim its financial waistline, a new facility for the advanced version of its protected satellite terminal has consolidated production, training and fielding in one location in an effort to save millions of dollars.

“The training facility is co-located with the production facility to reduce our logistical footprint, overhead and reliability risk,” said Larry Raville, project lead for the Secure, Mobile, Anti-Jam, Reliable, Tactical-Terminal, known as SMART-T. “No longer does a team have to travel all over the world to field, ship and train these systems. It’s all done in one location.”

The first class of students, consisting of Soldiers from the 101st Airborne Division (Air Assault), attended the Advanced Extremely High Frequency, or AEHF, SMART-T New Equipment Training, or NET, at the new facility in Largo, Nov. 7-18.

The facility’s grand opening ribbon cutting ceremony was held on Nov. 9, with the students from the 101st, members of the SMART-T team, and contractor leadership in attendance.

This is the first time in the Army’s history that a weapon system has had a NET/fielding facility embedded with a production plant, Raville said. The AEHF SMART-T facility is expected to yield more than \$9 million in cost avoidance and cost savings by reducing the logistical footprint of training, fielding and upgrading the terminals.

Product Manager Satellite Communications, or PdM SATCOM, which manages SMART-T, also expects to see an increase in the terminals’ reliability rate, since all of the logistics are centrally located and issues can be more easily addressed, Raville said.

“Prior to the opening of this facility, if a failure occurred during training, we could be 900 miles away and it would take three or four days to get an asset out there, entailing huge shipping costs along with the loss of time,” said Mel Pointer, SMART-T Integrated

Logistics Support manager. “Now we just have to walk across the street.”

SMART-T makes it possible for Soldiers to extend the range of their network in such a manner that communications cannot be jammed, detected, or intercepted. Soldiers can send text, data, voice and video communications beyond their area of operations without worrying that the information will fall into the hands of enemy forces.

Used at the brigade echelon and above, this satellite terminal mounts on High Mobility Multipurpose Wheeled Vehicles, or Humvees, and provides robust worldwide communications.

“SMART-T provides a means of [protected satellite] communications that isn’t available through other terminals,” said Sgt. David Carpenter, with the 101st, who was part of the first class at the new facility. “It may not be used quite as often, but when it is needed, no other terminal can do what it does. No other capability can replicate it.”

SMART-T enables the Soldier to extend communications in harsh environments without the risk of enemy interception or detection, increasing the safety of Soldiers on the battlefield. It provides tactical protected SATCOM for the close fight.

When removed from the Humvee it is capable of stand-alone operation and can be airlifted via helicopter so it can get to a particular point on the battlefield in a hurry, establishing and maintaining a link quickly and reliably.

“Any time a commander needs protected, secure throughput for worldwide communications for current operations, this is his only capability,” Raville said.

The biggest difference between the legacy and the new AEHF satellite terminal upgrade is a fourfold increase in capacity and improved security features. AEHF terminals will increase satellite throughput with the extended data rate payload.

“Because SMART-T is protected, the systems have a lower bandwidth capability, but the upgrade gives us a higher bandwidth throughput by fourfold,” said LTC Gregory Coile, PdM for SATCOM, which is assigned



Advanced Extremely High Frequency Secure, Mobile, Anti-Jam, Reliable, Tactical-Terminals, or SMART-T, are shown here at the new Centralized Training and Fielding Facility, in Largo, Fla. SMART-T makes it possible for Soldiers to extend the range of their network in such a manner that communications cannot be jammed, detected or intercepted. (Photo by Amy Walker)

to Project Manager Warfighter Information Network-Tactical, or PM WIN-T. “The advanced system also provides greater overall satellite access.”

About 240 of the legacy systems have been fielded to date, plus an additional 60 AEHF SMART-Ts. Currently 39 new AEHF SMART-T terminals are in production and the remaining legacy systems will all be upgraded with the AEHF capability. By 2018 the total force is expected to have 411 of the AEHF SMART-Ts, with users including the Navy, Air Force, National Guard, Homeland Security, Missile Defense Authority, international partners and other special users.

“The best benefits [of the new AEHF SMART-T] are the data rate, the bandwidth, being able to push more data and get more users on it, and its reliability,” said Sgt. Jesse Murphy of the 101st, who was part of the first training class at the facility and has worked with legacy SMART-Ts for four years. “It will be invaluable.”

Along with the NET, the facility will also offer delta training which provides experienced legacy SMART-T operators such as Murphy training on the AEHF version of the terminals. One of the biggest values of the facility is that roughly 75 percent of the training is hands-on, with only a minimum of

classroom time involved, leaving the Soldier well-prepared upon deployment, Pointer said.

After Soldiers complete their training, the unit actually signs for the same equipment that they have trained on, and that equipment is then shipped to their new location.

Prior to the opening of the facility, the SMART-T team would have to fly out to the unit several times to get them set up with the equipment, help with training and then inventory and sign over the equipment. The new facility allows the team to take care of everything in one spot.

The SMART-T NET/Fielding facility will also be a portal for data exchange and will be linked to Tobyhanna Army Depot in Pennsylvania, which will input valuable reset information into the facility’s database.

The intent is to have a database that follows each SMART-T through all phases of its life cycle, from production to fielding, to upgrades to reset, with all of the data filed at a single source. This information is expected to save time, provide cost avoidance in maintenance and increase system reliability, Pointer said.

PM WIN-T is assigned to Program Executive Office Command, Control, Communications-Tactical, or PEO C3T.

HOW ARE WE DOING?

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|-----------------------|----------------------|---------------|
| Name | Title | Organization |
| Linda Bickford | Test administrator | Albany MEPS |
| Drue Cunningham | Equipment specialist | D/ISR |
| Michael Hadden | Test administrator | Albany MEPS |
| Lawrence Jankowski | Welding worker | D/SIS |
| Kenneth Kesterman | Test administrator | Albany MEPS |
| Keith Knecht | Machinist | D/SIS |
| Rhonda Meade | HR assistant | Albany MEPS |
| William Palmer | HR assistant | Albany MEPS |
| Cameil Passley | Secretary | D/C3-Avionics |
| Kimberly Stone | HR assistant | Syracuse MEPS |
| Walver Torres | Police officer | D/IRM |
| ErinVanko | Test administrator | Albany MEPS |
| Jacqueline Yarborough | Test administrator | Albany MEPS |

Team sets up command post for V Corps in Germany

by **Anthony Ricchiazzi**
Editor

For the first time, depot employees have assisted an Army Corps headquarters to prepare for deployment.

A 10-member team from the Field Logistics Support Directorate set up an 18,000 square foot Command Post system for V Corps Headquarters in Germany in preparation for the unit’s deployment to Southwest Asia.

The mission took place Oct. 3 to Nov. 18.



A 10-member Tobyhanna Army Depot team set up a command post in Germany for the Army’s V Corps headquarters. Standing, from left, Bill Brown, Jim Lamie, Robin Floyd, Ramata Williams, Gail James, Mike Bishop, Damon Leavitt and Rodney Drake. Kneeling, Bernard Holmes (left) and Bret Chamberlin. (Photo courtesy Jim Lamie)

“We’ve set up command post systems for brigades and divisions, but never a corps headquarters,” said Bernard Holmes, chief of Command Post Systems and Integration program (CPS&I) Branch of the directorate’s Readiness Training Division.

The mission, part of the CPS&I, was to set up the command post infrastructure, or Tactical Operations Centers (TOCs), install communications-electronics equipment and provide new equipment training for the unit’s Soldiers, which included using and troubleshooting the equipment. Ninety six

Soldiers were trained.

The team set up 11 large and 14 medium tents, including the environmental control units, and installed new Command Post Platform equipment.

“Equipment included video, audio, communications equipment that will enable leadership to make well informed decisions about strategy, tactics and troop movement and placement on the battlefield,” said Damon Leavitt, a training instructor on the team. “The TOC setup helps to streamline TOC operations by providing a central location for the installed communications-electronics systems.”

The equipment is supplied by the CPS&I program manager’s office.

The large tents require an air bladder to raise them, which is basically a large sac that when pumped up with air, raises the tents.

“The large tent is the Trailer Mounted Support System (TMSS)-Large and weighs 1,600 pounds,” noted Jim Lamie, a training instructor on the team.

“It can be setup in about 45 minutes and has about 1,100 square feet of usable space for TOC operations.”

The TMSS-Medium has about 420 square feet of usable space for TOC operations. These tents can be connected to each other in many different configurations to create a ‘tent city’ that can be used not only as a TOC, but also as living quarters for Soldiers.

After the equipment is installed, field service representatives (FSRs) conduct tests to make sure the equipment is operating.



The final command post set up for the Army’s V Corps headquarters comprised of 25 Trailer Mounted Support Systems. (Photo courtesy Jim Lamie)

“This is part of four services we provide to Soldiers at the Big 3 (Fort Bragg, Fort Hood and Joint Base Lewis-McCord),” said FLS Director Sue Rudat. “We field new equipment, provide repair for C4ISR equipment, provide FSR to support numerous types of equipment and provide Reset for CPS&I at the Big 3.”

Directorate employees also provide Retrograde Property Assistance Team service for units preparing to return from deployment and train them to prepare for the next deployment.

That service includes identifying and preparing communications-electronics equipment for shipment back to units’ home stations.

The next corps fielding is for III Corps at Fort Hood, Texas, this month.

Rifleman Radio completes key operational test at NIE

WHITE SANDS MISSILE RANGE, N.M.—An advanced lightweight radio that will connect troops on the front lines to the Army’s tactical communications network has completed its operational test.

The Joint Tactical Radio System, or JTRS, Rifleman Radio and its Soldier Radio Waveform, known as SRW, Network Manager component were the only systems under a formal program of record test at the recently concluded Network Integration Evaluation (NIE) 12.1 here. While Soldiers from the 2nd Brigade, 1st Armored Division, also informally evaluated more than 45 other tactical communications systems, the Rifleman Radio test represents a key step toward fielding the Army’s future network.

The two-pound radio, which is carried by platoon, squad and team-level Soldiers for voice communications, can connect with handheld devices to transmit text messages, GPS locations and other data. Through SRW, it connects lower echelon Soldiers to one another and back to their leaders at the company level so they can rapidly exchange information.

“I use it for overall command and control because it builds a network that allows me to talk to my subordinate elements,” said Capt. Ryan McNally, a company commander within 2/1 AD who evaluated the Rifleman Radio at Network Integration Evaluation, or NIE, 12.1. “It’s the first time I’ve actually had radios down at the squad level. So my dismounted riflemen, they all have the radio as well. It allows them to talk to their team leaders when they’re spread out, and also allows them to talk to the squad leader.”

McNally said the ability to communicate with the radios instead of shouting or using hand-and-arm signals had altered his Soldiers’ tactical approach to their missions.

“We have to factor in being able to talk to each other over

a distance, rather than everybody being essentially co-located with a limited amount of space and distance between them,” McNally said. “Now we can expand that space and distance. We can cover a larger area.”

McNally’s company used the radios in conjunction with handheld devices running Joint Battle Command-Platform software. JBC-P is the future version of the Army’s friendly force tracking and messaging system, known as Force XXI Battle Command Brigade and Below/Blue Force Tracking, known as FBCB2/BFT, which also allows users to plot hazards and enemy locations on a digital map. Plugged into the Rifleman Radio, these devices provided mission command and situational awareness information down to Soldiers at the tactical edge.

“They can get their grid (position) off of it, and they can see anybody else who has a Rifleman Radio,” McNally said. “You can send messages, create routes, drop a chem light (to show a building has been cleared), and send reports.”

During the test, the Army captured data on the radio’s performance in two ways: through instrumentation on the systems themselves, and through human data collectors who accompanied Soldiers throughout their missions.

“When they have a radio and they’re talking on it, I have a guy there that’s writing down information and talking to them, with specific questions that we’ve given them,” said test director Mike Nott.

He said the company formally testing the Rifleman Radio was physically isolated from the rest of 2/1 AD to ensure the integrity of the test, despite the complex NIE environment.

“Although they’re still part of the overall exercise and still in the scheme of maneuver, we physically separated them on the ground, and we did that on purpose,” Nott said. “We wanted to be able to control that battle space.”

The Army will evaluate those test results during the coming months, as it finalizes the makeup of its network Capability Set 13, which will begin fielding to up to eight brigade combat teams in fiscal year 2013.

The Rifleman Radio is part of the JTRS Handheld, Manpack, Small Form Fit, or HMS, family of radios. In June the HMS program achieved Milestone C, authorizing the Army to procure a low-rate initial production lot of up to 6,250 Rifleman Radios and up to 100 Manpack Radios.

Army News Service



A paratrooper from the 82nd Airborne Division use Joint Tactical Radio System radios to communicate during a field exercise at Fort Bragg, N.C., in March. The JTRS Rifleman Radio completed its operational test at the Army’s Network Integration Evaluation 12.1 in November. (Photo by Ashley Blumenfeld, JPEO JTRSP)